

## Legislative Deadlines and SIEC RFP

Prepared by Dennis Hausman, Department of Information Services, (360) 902-3463.

### Description

The legislation creating the SIEC identified four key deliverables to be accomplished not later than December 31, 2004. The SIEC has delivered the first two of these, the *"Inventory of State Government-Operated Public Safety Communications Systems"* and the *"Interim Statewide Public Safety Communications Systems Plan"* within the timeframes specified by the legislature. Of the two remaining deliverables, the inventory of all public safety communications systems in the state is due by July 31, 2004, and the final statewide public safety communications plan is due by December 31, 2004.

The SIEC has a responsibility to meet these deadlines. However, in the process of reviewing the scope of what is required and securing the funding necessary to accomplish these tasks, it has become clear that the public may be better served by pursuing an approach that would effectively consolidate these two activities.

The approach that has been developed will obtain the services of a contractor responsible for collecting inventory data, analyzing the data and creating a final report based on recommendations that are first approved by the SIEC.

In order to allow for the additional time needed to confirm pending release of funds from the Office of Domestic Preparedness for this project, and the need to craft a singular, but more extensive acquisition document, delivery dates for the two remaining deliverables are currently projected to be:

- Inventory of all public safety communications systems in the state (including local government) Not later than January 30, 2005
- Final statewide public safety communications plan Not later than May 30, 2005.

### Recommendations to the committee

Staff recommends that the Chair of the SIEC:

- Communicate to the Legislature explaining that the statewide inventory and final communications plan will be delayed for approximately five months. This delay will allow an independent consultant to conduct an inventory of communication assets throughout the state and create a strategic plan that will guide the SIEC over the next several biennia.

### Status

The Request for Proposal for the statewide public safety inventory and final communications plan was released on June 2 and, based on the time schedule outlined on page 2, the Apparently Successful Bidder will be announced on July 16.

### Issues

The SIEC was formed without the benefit of any budgetary provisos. While investigating the scope of the statewide inventory and subsequent final communications plan, SIEC staff learned that the potential number of survey responses to the request for an inventory of public safety

radio assets would exceed 1,400. In an effort to control costs and maximize efficiency, staff investigated the possibility of developing this survey using the Internet as a medium. SIEC staff applied for and received a grant in the amount of \$850,000 for the design of a Web interface for the inventory survey and the development of a statewide communications plan. By accommodating the RFP process, the SIEC can ensure that Washington state will implement an effective survey instrument and be guided by a strategic communications plan that will serve Washington state for several biennia.

The anticipated outcome of this process will be the selection of a contractor to complete a statewide inventory and final communications plan on behalf of the SIEC. It is important that the SIEC be available to the contractor and the Project Manager to provide direction and approve a series of sequenced steps that are required by the Statement of Work.

**Background**

Included in the SIEC's enabling legislation are four specific deliverables with associated timelines. The SIEC has submitted the first two deliverables -- an inventory of public safety radio assets and an interim communications plan. The final two deliverables -- a statewide inventory of public safety radio assets (includes all local government) and a final statewide communications plan -- will be delayed approximately three months pending the completion of the RFP acquisition process outlined on page 3.

A copy of the RFP Acquisition Schedule is attached.

A copy of the Statement of Work for the RFP is also attached.

***Acquisition Schedule***

Item	Action	Date
1	Issue RFP	May 27, 2004
2	Last date for accepting bidder written questions	June 7, 2004
3	Last Date for accepting bidder written complaints	June 7, 2004
4	Issue response to written questions, no later than	June 14, 2004
5	Proposal submission by 4:00 PST	June 21, 2004
6	Bidder customer references due by 4:00 PST	June 21, 2004
7	Proposal evaluation	June 23- June 30
8	Oral interviews, if required	July 6- July 9
9	Announcement of Apparently Successful Bidder	July 16, 2004
10	Optional bidder request debriefing due	July 20, 2004
11	Hold debriefing conferences	July 22- July 23
12	Protests due	July 30, 2004
13	Begin contract negotiations	July 20, 2004
14	Finalize contract and file with OFM	August 2, 2004
15	Contract execution/filing period ends	Anticipated, August 16
16	Work could begin as soon as	Anticipated, August 16

## **Exhibit A**

### **STATEMENT OF WORK**

#### **1.0 Purpose**

The State of Washington, Department of Information Services (DIS), and the State Interoperability Executive Committee (SIEC) shall engage an independent contractor to 1) take, complete and publish an inventory no later than January 2, 2005 of public safety communications systems owned or operated by local and tribal governments, and selected federal agencies and non-governmental organizations within the state of Washington that provide Public Safety Services; 2) evaluate the state and local government-owned or operated Public Safety Communications Systems data, and 3) prepare a final statewide public safety communications plan by May 1, 2005.

“Public Safety Communications Systems” under this Contract means: radio, voice, data or other communications infrastructure and systems owned or operated by Public Safety Services organizations in the state of Washington (“Public Safety Communications Systems”). “Public Safety Services” under this Contract means: services which protect and preserve life, health, property and natural resources and are provided by State, local, federal, or other government entities or by non-governmental organizations that are authorized by a government entity to provide such services (“Public Safety Services”).

The Contractor will provide services under this agreement in the following manner:

- Provide independent, objective and credible analysis, recommendations, and cost estimates.
- Provide technical expertise on public safety communications technology and standards.
- Provide operational and organizational expertise relating to public safety communications.
- Provide administrative support for meetings and documentation.

The RFP that this Contract resulted from specifically stipulated that the Contractor who was awarded this Contract may not participate or compete in any future RFP, or other formal procurement, for a Public Safety Communications system, or any component thereof, or otherwise compete in any future procurement resulting from or in connection with Contractor’s consulting services or the deliverables under this Contract.

## **2.0 Work**

The Contractor shall provide the services and staff, and otherwise do all things necessary for or incidental to the performance of the Work as set forth below. Contractor shall deliver to DIS each deliverable in the time frame specified herein and Contractor's project schedule as further specified in section 3. Any additional services provided by the Contractor must have prior written approval by DIS. DIS reserves the right, at its sole discretion, to cancel or eliminate any phase or any deliverable specified in a particular phase prior to performance thereof by giving written notice to Contractor, and DIS shall not incur any liability for such action.

The Contractor shall perform the work ("Work") identified below.

## **2.1 ASSESSMENT AND INVENTORY PHASE**

### **2.1.1 Forums**

**Contractor shall conduct a minimum of one (1) forum in each of the nine (9) homeland security regions of Washington State and any additional meetings in the homeland security regions or other locations as designated by DIS or SIEC. The purpose of the initial forums will be to conduct focus group meetings with potential survey respondents, as necessary, to introduce the project, review objectives, discuss the inventory as further described in section 2.1.2, and brainstorm ideas on systems, improvements, and modifications for a future system. Contractor shall work with the Homeland Security Regional Coordinators and DIS staff in arranging, planning and facilitating the forums. Contractor shall conduct additional forums as needed to ensure that there is open and constructive communication aimed at improving the overall quality and response rate of the survey. Contractor shall provide the DIS Project Manager a summary report detailing information shared at each forum.**

#### **2.1.1.1 Survey and Focus Group Participants**

**Contractor shall identify representatives of those organizations, agencies, local and tribal government who will participate in the survey and focus group meetings. Contractor shall identify all of the federal government and the non-government organizations that provide Public Safety Services in the state of Washington and provide the information to the DIS Project Manager for review. DIS shall designate those federal government and non-government organizations that will participate in the forum and survey, and Contractor shall identify the representatives of those designated organizations.**

**Deliverable: Forum Summary Report(s)**

### **2.1.2 Inventory Data**

The purpose of this task is to assess and document existing communications assets and infrastructure using an architecture discipline. This architecture information is required to fully understand current communications systems capabilities, limitations, and interrelationships relevant to system improvements.

Contractor shall conduct an inventory of Public Safety Communication Systems owned or operated by local and tribal governments, and selected federal agencies and non-governmental organizations. Tasks and activities shall include but not be limited to the following:

- a) Create a survey to collect radio communication asset data from all local and tribal jurisdictions, and designated federal agencies and nongovernmental organizations. Data elements must include at a minimum the data elements included in Appendix 1 of this Exhibit, Survey Data Elements.
- b) Submit the survey data elements to the DIS Project Manager for review and approval by DIS and SIEC.
- c) Develop an online Web Survey designed for data capture based on the approved survey.
- d) Develop and implement other methods that data can be captured, including mailing the survey responses to Contractor for entry into the database.
- e) Contractor shall make the survey available to all local and tribal governments, and designated federal and nongovernmental public safety services organizations.
- f) Collect data, including but not limited to, radio equipment, infrastructure, cellular and pager technology, interoperability equipment, state radio frequencies, command and control structure or an incident command protocol.
- g) Validate the local, tribal, federal and non-governmental information, as needed.

The database application used by Contractor shall be interoperable, off-the-shelf software that is compatible with DIS requirements. Contractor shall secure the web interface to ensure only authorized personnel are able to access and input data. DIS shall own the data and the database that is created as a result of this deliverable and shall have the right to use, change, modify, upgrade or supplement the data and/or the database.

Contractor should review the *Inventory of State Government Operated Public Safety Communications Report* dated December 19, 2003 (State Inventory Report) and located at <http://siec.wa.gov/reports/inventoryreport1203.pdf>. Contractor shall integrate the state data from the State Inventory Report into the database. This may require the Contractor to work with State agencies to augment their data.

Contractor shall document all assets and current system capabilities. All local and tribal government and selected federal and non-government Public Safety Services organizations should respond to the survey. Contractor shall work with the DIS Project Manager to determine how the inventory data shall be reported. Contractor shall receive responses from a representative sample in each Homeland Security Region. In the event a representative sample is not obtained, then Contractor shall obtain additional responses and DIS/SIEC may, at its discretion, assist Contractor in meeting a representative sample.

Deliverables: Web based Inventory application  
Inventory Raw Data reports.

Contractor shall provide the Web based Inventory application in electronic format and the Inventory Raw Data reports in both electronic and hardcopy form to the DIS Project Manager.

### **2.1.3 Final Inventory**

The purpose of this task is to assess and document existing public radio systems assets and infrastructure. This information is required to fully understand current communications systems capabilities, limitations, and interrelationships relevant to system improvements.

Contractor shall extrapolate missing data not collected in the survey using generally acceptable engineering standards, if required. Contractor shall analyze the data collected in the survey, as well as the data collected from the State Inventory Report and information in the Forum Summary Report(s). The Contractor shall analyze and document operational, functional and technical system information about the current Public Safety Communications Systems.

The Contractor shall create a draft report of the data collected, including the data compiled from the State Inventory, and such report shall be written in a manner consistent with the State Inventory Report. The report should include at a minimum the following content: Executive Summary, Background, Inventory Methodology, Radio Equipment, Infrastructure, Cellular and Pager Technology, Interoperability Equipment, State Radio Frequencies, Command and Control, Financial Analysis, and Key Observations. The accompanying appendices must include, but not be limited to, the following: Glossary of wireless terms, inventory data for radio, inventory data for base station, inventory data for cellular and pager equipment, inventory data for interoperability equipment, financial analysis detail and estimated number of devices inventoried.

Documentation shall also include:

- A high-level review of current interoperable communications procedures and how they relate to technical system capacity.
- An interoperability matrix that describes which agencies are able to communicate with other agencies and by what means.
- Review State Inventory Report, surveys, plans and other research and sources to document current communication system limitations.
- Operational obstacles caused by system limitations.
- Identify voice and data communications infrastructure. Documentation shall include towers, system backbone lines, repeaters, base stations, radios, and portable radios. Characteristics shall include as appropriate: type, emission characteristics, quantity, location, elevation, condition, and functional description

- of information displays and dispatch controls. Document funded installations, which will be underway prior to contract completion.
- Estimates of current coverage of individual systems. Provide coverage maps using appropriate software product. Validate the accuracy of the coverage charts. Explain how you would validate the accuracy of the results.
- A high-level documentation of the current systems, which shall include the inventory of assets, and current systems capabilities in terms of performance measures. Systems performance measures shall include quality of service compared to typical industry standards.
- Systems specifications; a compilation of appropriate diagrams (data, software functions, hardware systems). Specification sheets and design rationale.

Contractor shall submit the draft report to the DIS Project Manager for review. The Contractor shall present the results of the Final Inventory of all Public Safety Communications Systems in Washington State ("Final Inventory") to the SIEC or subcommittee appointed by the Chair of the SIEC for review and approval or document refinement, user needs validation and prioritization. Upon approval of the Final Inventory, the Contractor shall provide 30 printed copies to the DIS Project Manager and electronic copies in Microsoft Word® and Adobe Acrobat® formats. Contractor shall manage this deliverable as a living document until contract completion.

Deliverable: Inventory of all Public Safety Communications Systems in Washington State.

## **2.2 PLANNING PHASE**

### **2.2.1 System Capabilities and User Needs**

Contractor shall present to the SIEC advisory work group an overview of Contractor's approach, the content and proposed plan for the System Capabilities and User Needs report specified in this section 2.2.1, including subsection 2.2.1.1 and 2.2.1.2 prior to substantially performing the work under this deliverable.

The Contractor shall document the "to be" operational and technical environment. Building upon Tasks 2.1.1, 2.1.2 and 2.1.3, Contractor shall document the functional needs and the desired system capabilities for all organizations expected to use the proposed improved system. This shall be done in a traceable manner suitable for reference in future technical planning.

Operational issues include but are not limited to:

- Operational scenarios which illustrate the envisioned capabilities in action from the operator's (or user's) perspective
- Nature and amount of communications needed (e.g. data, voice, incident surge capability)
- Nature and quantity of subscriber equipment needed
- Area of operations (e.g. needed coverage, given geography and both urban and rural

- nature of Washington state)
- Operational interoperability needs
- Security and privacy
- Frequency and probability of occurrence

Functional issues of voice and data for each system include but are not limited to:

- Radio signal coverage (considering terrain, in-building)
- Voice clarity
- Capacity (peak usage)
- Specific interoperability needs (e.g. regional/national public safety and initial responder communications, commercial communications for public safety services, infrastructure, transition/migration and exist strategy from old to new system)
- Quality of service (e.g. availability, robustness, latency, capacity)
- User interface requirements
- Applications (e.g. data, automatic vehicle location, video)

As part of this documentation, Contractor shall delineate an ideal operational environment from the user's perspective and identify optimal technical and operational performance levels. Contractor must define functional requirements to accurately reflect the needs of the Public Safety Services organizations in Washington State. This part of the documentation shall provide a high-level explanation of how the new operational and functional capabilities improve operational procedure. It should be presented in a format that is understandable and usable by vendors in bidding and implementing any new system, and be usable in planning and managing IT improvement efforts.

Contractor shall also perform the tasks identified in subsections 2.2.1.1, 2.2.1.2, 2.2.1.3 and 2.2.1.4 for this deliverable.

#### **2.2.1.1 Identify Future Operational, Functional and Technical Requirements**

The Contractor shall project changes and trends to the current operational, functional and technical requirements to reflect changes expected in the next five to ten years. This includes those driven by the Federal Communications Commission (narrow-banding and other requirements), other applicable regulations, users and the operational environment. Issues that must be considered include:

- Maintainability
- Expandability
- Migration path that will incorporate market innovations
- Trends, such as system traffic patterns and usage
- Projected demographics

Contractor shall include the Future Operational, Functional and Technical Requirements in the System Capabilities and User Needs Report.

**2.2.1.2 Establish Performance Standards and Document/Validate Requirements Baseline**

The Contractor shall document a requirements baseline that includes all operational, functional, and technical requirements; describes how they were identified and prioritized; and describes specific measurable and quantifiable performance standards. This baseline shall be structured for use in guiding stakeholders interests toward agreement on key system goals. These requirements will provide the basis for defining the alternatives and evaluating the effectiveness of each in meeting the overall business and technical needs of Public Safety Services organizations in Washington State. It will be used to derive system specifications.

The Contractor shall present the results to a group designated by the Chair of the State Interoperability Executive Committee for document refinement, requirements validation and prioritization.

Contractor shall include the requirements baseline information in the System Capabilities and User Needs report.

**2.2.1.3 Gap analysis.**

Contractor will conduct a detailed gap analysis comparing existing systems and processes to future requirements in order to understand the gaps that exist between the current environment and the future vision.

**2.2.1.4 Compilation**

The Contractor shall compile the results of section 2.2.1, 2.2.1.1, 2.2.1.2, and 2.2.1.3 in the System Capabilities and User Needs Report. The Contractor shall present the System Capabilities and User Needs Report to the State Interoperability Executive Committee or subcommittee appointed by the Chair of the State Interoperability Executive Committee for review and approval or document refinement, user needs validation, requirements validation and prioritization. The Contractor shall manage this deliverable as a living document until completion of the contract.

Deliverable: System Capabilities and User Needs Report

**2.2.3 Develop and Evaluate Alternatives**

Using the results of the previous tasks and deliverables, Contractor shall develop a minimum of three technical and business alternatives for the State of Washington to consider. Suitable alternatives may be received through the RFI process specified in section 2.2.3.1, discussions with the SIEC, DIS, the Public Safety Services organizations,

or the homeland security coordinators. Contractor shall include any additional alternatives SIEC or DIS deem necessary. One of the alternatives documented shall be the option to do nothing. Contractor shall evaluate how that will affect the state in both the short and long term. Contractor shall work with the DIS Project Manager in identifying and evaluating the remaining alternatives. The Contractor shall perform an evaluation of all of the alternatives using criteria that considers validated requirements, performance standards, and life-cycle costs, as well as spectrum, risk, support, organizational and funding issues. Contractor shall identify the possible benefits associated with each alternative, including tangible and intangible benefits. Contractor shall define costs, including one time and recurring costs, and direct and indirect costs. The Contractor shall present the Alternatives Report to the State Interoperability Executive Committee or subcommittee appointed by the Chair of the State Interoperability Executive Committee for review and approval or document refinement.

Deliverable: Alternatives Report.

#### **2.2.3.1 Request For Information**

The Contractor shall prepare a Request For Information (RFI) tailored from previous task deliverables for DIS distribution to the vendor community. It shall be suitable for gathering information about capabilities of current technology and developing a statement of work. It shall include the scope of the project, existing radio infrastructure, user needs, requirements and recommendations.

The State Interoperability Executive Committee in consultation with the Information Services Board shall review this deliverable and shall coordinate the RFI solicitation process.

Deliverable: Request For Information document

#### **2.2.4 System Architecture**

Upon approval of the alternatives under section 2.2.3, the Contractor shall perform a detailed analysis of the technical and operational capabilities of each selected alternative. The deliverable shall contain full architecture views, flow charts, coverage maps, user service plans, or other means to show compliance with the national architecture standards, and protocols; and existing, planned, and recommended deployments (with time references) for public safety communications systems in Washington. Architecture views will show how public safety communications systems would fit together, and with other communications and information systems. The deliverable shall present noteworthy cost/performance tradeoffs, use of legacy assets, partnerships, and potential incorporation of future technological innovation.

The Contractor shall build upon previous tasks and phases, consider any viable alternative purchase arrangements (e.g. lease vs. buy), and document findings in a manner that facilitates comparison. This effort shall include:

- Life-cycle cost estimates
- Return on investment, including qualitative benefits
- Performance gap analysis
- Analysis of other assumptions or factors that influence system funding

The Contractor shall present the System Architecture Report to the State Interoperability Executive Committee or their designated subcommittee for review and approval or document refinement. The Contractor shall temper suggestions or corrections to preserve the objectivity of the independent contractor's report. The Contractor shall manage this deliverable as a living document until the completion of the contract. Upon approval, the State Interoperability Executive Committee shall select which alternative is recommended for the State of Washington.

Deliverable: System Architecture Report

### **2.2.6 Final Communications Plan**

Contractor shall complete and deliver the Final Statewide Public Safety Communications Plan ("Final Communications Plan"). Contractor shall work with the DIS Project Manager in development of the final plan for the statewide communications system. This effort will be founded on the requirements identified in previous tasks, and the results of each task shall be compiled into the plan. The resulting plan will present a formal business case providing an overall blueprint for the detailed design and development of a statewide system including reasonable cost estimates. The plan must set forth recommendations for executive and legislative action to insure that Public Safety Communications Systems can communicate with one another. The plan must set forth recommendations to conform to federal law and regulations governing emergency communications systems and spectrum allocation. The plan must include specific goals for improving interoperability of Public Safety Communications Systems and identifiable benchmarks for achieving those goals.

This document will present an overall plan of how the system will be designed, purchased and implemented, including but not limited to, staffing, training and any other issues that may affect the effort. The plan shall be based on a systems engineering approach and shall include processes for scheduling and cost management, including project technical management, tradeoff analysis, risk management, and configuration management. Contractor shall include a work breakdown structure. The plan shall document how operational, functional, and technical requirements will be verified and validated (e.g. performance measures, testing approach, quality assurance).

The Final Communications Plan will include at a minimum the following elements:

- Executive Summary
- The analysis of current radio systems capability and interoperability from data collected during the statewide inventories
- Recommended interoperability solutions and approaches, along with

strategies for accomplishing those solutions

- Gap analysis
- Conceptual design, see section 2.2.6.1
- Implementation Schedule
- Cost estimate
- Phased migration plan to implement recommended solutions
- Recommendations for executive and legislative action
- Regulatory issues governing emergency communications systems

#### **2.2.6.1 Conceptual Design**

The Contractor shall take the system architecture, the selected alternative and the additional recommendations as the inputs to developing a conceptual design of the new system. This design will provide sufficient detail to enable the SIEC to understand the changes that will be required to the current environment and the manner in which system components will interact. The design will provide sufficient detail to enable all local and tribal government, state agencies, federal and nongovernmental organizations that provide Public Safety Services to identify opportunities to change their existing business practices to increase efficiency and effectiveness.

#### **2.2.6.2 Compilation of Final Communications Plan**

Contractor shall submit the draft plan to the DIS Project Manager for review, guidance and documentation refinement. After approval of the draft plan, the Contractor shall finalize the plan and shall present the Final Communications Plan to the SIEC or subcommittee appointed by the Chair of the State Interoperability Executive Committee for review and approval or document refinement. Upon approval of the Final Communications Plan, Contractor shall provide 30 hard copies and electronic copies to the DIS Project Manager. Presentations shall be provided in Microsoft PowerPoint®. The Contractor must provide source data files for special deliverables (e.g. graphics, tables or other exhibits created for this contract; and special software, documentations, and instructions required to enable the State of Washington to update and publish revisions to the plan. DIS and the SIEC shall own the Final Communications Plan and all data that comprises the plan.

Deliverable: Final Statewide Public Safety Communications Plan

### **3.0 Project Schedule**

The Contractor shall provide a project schedule to the DIS Project Manager within thirty (30) days of the execution of the contract, provided that it is no later than September 17, 2004. The project schedule will include all of the tasks and deliverables identified in this Contract, including but not limited to, the deadline of January 2, 2005 for the Contractor's delivery of the Inventory of all Public Safety Communications Systems in Washington State, and the deadline of

May 1, 2005 for the Contractor's delivery of the Final Statewide Public Safety Communications Plan. The Contractor shall revise the project schedule upon request of DIS or SIEC.

#### **4.0 Deliverables and Reports**

Contractor shall work with the DIS Project Manager to establish deliverable review and approval processes including methods for reviewing interim deliverables and presenting final deliverables. Deliverables shall be provided in hard copy and electronic file in Microsoft Word® and Adobe Acrobat® formats. Presentations shall be provided in Microsoft PowerPoint®. The Contractor must provide source data files for special deliverables (e.g. graphics, tables or other exhibits created for this contract); and special software, documentations, and instructions required to enable the State of Washington to update and publish revisions to the plan.

Contractor shall provide at a minimum the following deliverables and reports:

- a) Contractor shall produce each and every deliverable identified in this Contract.
- b) Contractor shall provide monthly progress reports to the DIS Project Manager including the list of any deliverables or progress made to complete the deliverables, recent activities, changes to the current schedule, issues and action plans.
- c) Any other reports requested by DIS or the SIEC.

#### **5.0 Location of Work**

Although most of the work can be done offsite, the State expects the Contractor will spend several days with the project team onsite in Washington at the beginning of the project. The Contractor will also be expected to attend required meetings and to be in Washington to facilitate the review of reports created by Contractor.

Contractor shall be available in Olympia, Washington to the DIS Project Manager via telephone and email and for scheduled work events, meetings, presentations and conferences during regular business hours from 8:00 am to 5:00 pm, Pacific time, Monday through Friday.

Contractor shall provide their own personal computers, software, email and communication accommodations.

Contractor shall make their own travel arrangements and shall pay for their own travel expenses.

Contractor shall utilize their own office locations in order to complete work products outside of scheduled meeting events.

#### **6.0 Contingency**

This contract is contingent upon approval from the Department of Homeland Security and the Washington State Military Department. DIS and/or SIEC shall not be obligated to perform or

pay for any services under this Contract until approval of this Contract and funding has been obtained.

All services to be purchased as a result of this Contract are contingent upon receipt of government funding. If funds are not allocated to DIS to continue the purpose of this Contract, DIS may terminate this Contract at any time. No penalty shall accrue to DIS in the event of termination.

## **7.0 Contractor Personnel**

If at Contract award or any time thereafter, any specifically named individuals identified in the Contractor's Response to the RFP are not available, DIS has the right to approve or reject any change in Contractor personnel.

